



# Maricopa County

## Mission

The mission of Maricopa County is to provide regional leadership and fiscally responsible, necessary public services so that residents can enjoy living in a healthy and safe community.

## Vision

Citizens serving citizens by working collaboratively, innovatively, efficiently and effectively. We will be responsive to our customers while being fiscally prudent.

## Strategic Priorities

- Ensure safe communities and a streamlined, integrated justice system.
- Promote and protect the public health of the community.
- Provide regional leadership in critical public policy areas.
- Carefully plan and manage land use in Maricopa County to promote sustainable development and to preserve and strengthen our environment.
- Continue to exercise sound financial management and build the County's fiscal strength while minimizing the property tax burden.
- Maintain a quality workforce and equip County employees with the tools, skills, workspace and resources they need to do their jobs safely and well.
- Continue to improve the County's public image by increasing citizen satisfaction with the quality and cost-effectiveness of services provided by the County.

# Strategic Priorities and Goals

## **1. Ensure safe communities and a streamlined, integrated justice system.**

1.1 Reduce Crime - By June 2007, reduce property crime rates and violent crime rates in Maricopa County by establishing and implementing a crime-prevention strategy that encompasses evidence-based practices.

1.2 Plan for Growth - By July 2007, develop a plan to meet the demands placed upon law enforcement and detention operations due to population and business growth in Maricopa County.

1.3 Manage Emergencies - By 2010, fully integrate National Incident Management Systems (NIMS) best practices into a consistent approach to disaster and emergency management throughout Maricopa County at all jurisdictional levels and across all related functional disciplines.

1.4 Increase Rapid Response Capability - Ensure that by June 2006, Maricopa County is equipped and able to respond rapidly to a bioterrorist attack or other public health emergency by expanding and enhancing emergency response plans, developing and sustaining the ability of the public health workforce to respond as needed in an emergency, and by meeting state and federal requirements.

## **2. Promote and protect the public health of the community.**

2.1 Improve Health of Citizens - By January 2010, in support of the public health and health education objectives of Healthy People 2010, increase the quality and years of healthy life (longevity) of Maricopa County residents and work to eliminate the health disparities that exist among the County's diverse populations.

2.2 Develop Partnerships on Health Issues - By July 2008, form successful community partnerships with health care providers and other governmental agencies throughout Maricopa County to cooperatively address public health issues.

2.3 Provide Health Education - Educate the public about how to achieve a healthy lifestyle and increase participation in educational and recreational opportunities provided in the County.

## **3. Provide regional leadership in critical public policy areas.**

3.1 Expedite Transportation Projects - By June 2009, annually complete 85% of planned transportation infrastructure projects on-time and within budget.

3.2 Facilitate Voting - By January 2006, identify and recommend alternative strategies to increase the capacity and the ease of voting in the County.

3.3 Reduce Homelessness - By July 2007, complete all phases, including fund-raising, for the regional human-services campus for the homeless and partner with other organizations working to prevent homelessness and support home ownership in the County.

3.4 Build Partnerships with Area Governments - By July 2006, establish a policy to encourage Departments to seek opportunities to build partnerships and relationships with all area governments, including Tribal Nations, in order to create a fuller sense of community for all residents of Maricopa County.

3.5 Encourage Young People - Promote, expand, and improve County-sponsored programs and activities for young people in Maricopa County to help them build their skills, develop a sense of civic involvement in the community, and successfully complete their education.

## **4. Carefully plan and manage land use in Maricopa County to promote sustainable development and to preserve and strengthen our environment.**

4.1 Control Development - Ensure that applications for development in the unincorporated areas of Maricopa County comply with state law, are consistent with open space initiatives, and allow for the continuation of highway and street corridors into and through new developments.

4.2 Improve the Environment - Improve the quality of life in Maricopa County by building a regional trail system, enhancing our parks, supporting noise and pollution reduction efforts, and encouraging developers to construct environmentally friendly buildings.

4.3 Preserve Military Installations - Continue to preserve military installations in Maricopa County, including Luke Air Force Base.

4.4 Reduce Energy and Water Consumption - By June 2006, enhance and expand conservation programs in order to reduce energy and water consumption.

## **5. Continue to exercise sound financial management and build the County's fiscal strength while minimizing the property tax burden.**

5.1 Reduce Property Tax Rate - Continue to strive to reduce the overall property tax rate.

5.2 Eliminate Mandated Contribution to State - Maricopa County will seek to eliminate all mandated fixed contributions to the State in exchange for reductions in State funding of County programs with the goal of reducing such contributions to 15% or less of total General Fund expenditures by Fiscal Year 2009-10.

5.3 Plan Capital Infrastructure Funding - As part of the budget, by July 2007, develop, identify funding, and begin implementing a long-range plan for addressing the County's capital infrastructure needs in a manner consistent with the County's interests in strengthening its financial position.

5.4 Embark on New Ventures - By July 2006, develop a plan and strategy for implementing new economic and contracted commercial ventures that will generate additional revenues for the County.

## **6. Maintain a quality workforce and equip County employees with the tools, skills, workspace, and resources they need to do their jobs safely and well.**

6.1 Enhance Workforce - By January 2008, adopt and implement a competitive total compensation package and a workforce development plan to enhance recruitment, retention, and advancement that results in improved customer service to Maricopa County citizens.

6.2 Promote Diversity - By July 2007, ensure that the ethnicity base of County employees is keeping pace with the changing demographics of our growing and diverse community.

6.3 Improve Work Processes - By July 2006, complete a review of the employee suggestion program and recommend methods for increasing and promoting higher levels of participation by County employees in generating creative ideas that save the County money and/or improve program and service delivery.

## **7. Continue to improve the County's public image by increasing citizen satisfaction with the quality and cost-effectiveness of services provided by the County.**

7.1 Manage for Results - By December 2006, increase accountability to the public for results-oriented government by fully implementing the Managing for Results and performance-based budgeting initiatives.

7.2 Plan for IT - By April 2008, develop a County-wide IT Strategic Plan, a set of County-wide IT Architecture Specifications, introduce an updated set of County-wide IT performance metrics, and develop and implement an IT governance review process.

7.3 Promote County Services - By May 2010, improve access to the services offered by the County to ensure the inclusion and participation of our diverse community.

7.4 Focus on Key Programs - By July 2010, complete a review of county programs to delete non-essential services and improve the performance of other programs.

7.5 Communicate with Citizens - Establish a comprehensive public outreach and communication plan to increase the County's effectiveness in communicating about the services it provides so that by September 2008 the percentage of citizens who rate the County's communication effectiveness as poor in the Annual Population Satisfaction Survey will have decreased to 10% or less.